

EMOTIONAL INTELLIGENCE: A REVIEW OF EMOTIONAL INTELLIGENCE EFFECT ON ORGANIZATIONAL COMMITMENT, JOB SATISFACTION AND JOB STRESS

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ABSTRACT

Emotional intelligence is defined as an ability of the person to assess and control his own emotion and emotion of others. The emotional intelligence had played a vital role in the organizational productivity. The person with high emotional intelligence shows a positive attitude towards the organization and EI had a significant effect on organizational commitment, job stress and job satisfaction. The EI model had four fundamental aspects like recognizing emotions, understanding emotions, regulating emotions and using emotions. The EI had played a significant factor to understand the performance of employees in the workplace. The person with high emotional intelligence will understand and control the emotion of his own and others and contribute for the productivity of the workplace and performance. The EI had positive relationship with three components of organization commitment like affective commitment, continuance commitment and normative commitment respectively. The commitment of employees to remain in the organization will be high, if the human resource managers or department heads ready to satisfy their needs. The emotional intelligence and job satisfaction had a significant positive correlation. The productivity of an employee will always depend upon his level of job satisfaction so the employees with high emotional intelligence and job satisfaction produce the best performance in their workplace. The Job stress which is defined as anxiety or nervousness concerned to the work that had an impact on employees emotional and working behavior. The environmental uncertainty and speedy changing environment is the main factor for all organization to increase their level of job stress. But the employee's optimistic features of emotional intelligence will control the level of stress. This review will focus on the EI effect on job stress, job satisfaction and organizational commitment.

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INTRODUCTION

Emotional intelligence (EI) also called as Emotional Quotient (EQ) was proposed by salovey and mayer (Salovey & Mayer, 1990) is the ability to assess and control one's

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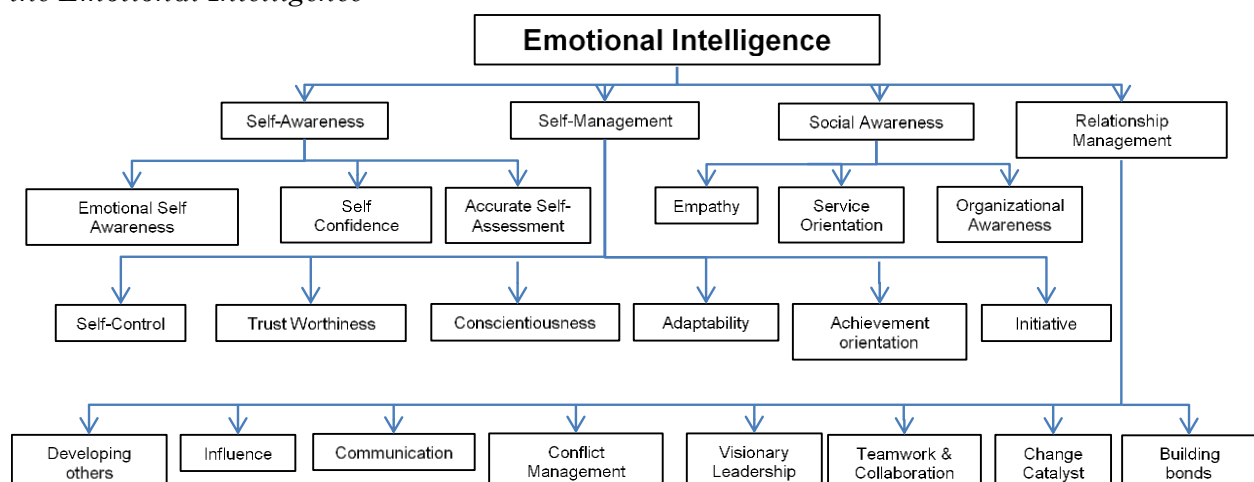
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emotion feelings, the emotion of others. The model which is developed by Salovey and Mayer (1990) had four fundamental aspects to emotional intelligence like recognizing emotions, understanding emotions, regulating emotions and using emotions (Salovey & Mayer, 1990). To understand the performance of employees in the workplace, the EI had played a prospective factor and the model which is developed by Goleman (1995) has observed the widely accepted among the others (Goleman, 1995). This model had four clusters which is self-awareness, self-management, social awareness and relationship management (Goleman, 1995). The employee recruitment and retention, talent development commitment teamwork can be viewed effectively through the contribution of emotional intelligence in an organization (Masrek, Osman, Ibrahim, & Mansor, 2015).

The core of emotional intelligence is a term used to describe the complex ability to regulate our inspirations, understand and share the feeling of others and be able to withstand or recover quickly from difficult condition (Moradi & Ardahaey, 2011). The EI had a very good impact upon job satisfaction performance, job stress, absenteeism and organizational commitment (Utami, Bangun, & Lantu, 2014). This review will focus on EI impact on organizational commitment, job satisfaction and job performance. According to the study, people with higher EI had matured emotions, when compared to people with low EI and on the other hand the people with high EI can deal wisely with stress, job related issues (Utami et al., 2014). The emotional intelligence normally measured by four dimensions like Self-Emotion Appraisal (SEA), Others Emotions Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE).

It had been observed that person with high emotional intelligence will understand and control the emotion of his own and others and it gives substantial contribution for the productivity of the workplace and performance both individual level and organization level (M. T. Tsai, Tsai, & Wang, 2011). It is not necessary to have a strong relation between person's cognitive intelligence(IQ) and his Emotional Intelligence (EI) even though all types of intelligence are related to each other. So it is immaterial to assume that a persons with high IQ had high EI and vice versa (Cote, 2017). The previous study with survey result of 200 health professional depicts that individuals with high EI shows less stress, higher organizational commitment than those who had low EI (Yang, Brink, & Wier, 2018).

Figure – 1: *The Hierarchical Model Developed by Daniel Goleman (1995, 1998) to Measure the Emotional Intelligence*



1.1 EI Effect on Organizational Commitment

The organization commitment can be described as the extent to which an employee's positive or negative attitudes towards the organization as a whole and not the employee's specific job in that organization (Alavi, Mojtahedzadeh, Amin, & Savoji, 2013). It is an instrument for employees to wish to stay and work in that organization (P. C. F. Tsai & Tsao, 2017). The EI had significant positive relationship with three components of organization commitment which are affective commitment, continuance commitment and normative commitment (Shafiq & Akram Rana, 2016). Finding suggest that employees with higher emotional intelligence had a higher organizational commitment (Moradi & Ardahaey, 2011). The affective commitment includes the affirmative feelings of closeness and attachment to the organization. Normative commitment in the sense that responsibility to remain in an organization (Meyer & Allen, 1991). The continuance commitment can be defined as the degree to which an employee's commitment towards the organization when they feels themselves to leave the organization (Shafiq & Akram Rana, 2016). As far as leadership concerned a manager with high emotional intelligence, performance will be higher than manager who had lower emotional intelligence at workplace (M. T. Tsai et al., 2011). Motivation of employee is an important factor to achieve the goals. So employees whose motivation level is high are more ready and dedicated to achieve the organizational goals (Alavi et al., 2013). The study shows that the commitment of employees to prefer to remain in the organization will be high, if the human resource managers or department heads satisfy their needs (Nordin, 2012). It also describes that emotionally intelligence academic staffs are those who wish to stay with the organization and are dedicated to put the maximum efforts on its behalf (Nordin, 2012). The organizational commitment had a particular importance to health related organization's performance and productivity as satisfied nurses are more committed to their job and on the other hand, absenteeism, grievances and turnover are the end result of nurses who were dissatisfied (Khalid, Khaleel, Ali, & Islam, 2018). In the study to examine the effect of emotional intelligence and the effect of leadership behavior and the moderating effect of organizational commitment on the relationship among leadership behaviour and EI, the findings reveals that EI had significant effect on employees readiness for change and importantly the organizational commitment (Gelaidan, Al-Swidi, & Mabkhot, 2016).

1.2 EI Effect on Job Satisfaction

Job satisfaction defined as a collection of feelings that an individual holds towards his/her job. The job satisfaction is divided into two aspects internal and external job satisfaction. Internal satisfaction of employee is derived from the internal desire while performing certain task with the motive of getting pleasure and accordingly the satisfaction comes out after involving in that particular task (Çekmecelioğlu, Günsel, & Ulutaş, 2012). While external satisfaction derived from the external factors which includes money, promotion of grades and with the motive of getting rewards (Çekmecelioğlu et al., 2012). The study reveals that the workers will experience high job satisfaction when the emotional level is high (Khan, Masrek, & Nadzar, 2017). The employees will disclose job satisfaction when they had positive feelings and the dissatisfaction will exhibit while they had negative feelings (Khan et al., 2017). The emotion had a significant factor at the workplace. The study shows that emotion can predict satisfaction while satisfaction had an effect on

performance (Khan et al., 2017). On the other hand, the employees with high emotional intelligence and job satisfaction produce the best performance in their workplace. The productivity of an employee will always depend upon his level of job satisfaction. The researchers in psychological and organizational had defined emotional intelligence as a skill, ability and aptitude of an individual to recognize, assess and control emotions. The study to explore the emotional intelligence and job satisfaction relationship among nurses in Accra, Ghana reveals that a significant positive correlation exists between emotional intelligence and job satisfaction and also points out that no significant gender differences exists in the emotional score (Tagoe & Quarshie, 2017). The study to identify the mediating effect of emotional intelligence and job satisfaction of employees of Sayeh Sabz Oloum company in Tehran reveals that, if staff EI improves, turnover intention will be decreased as well the job satisfaction will be increased and leader-member exchange quality also improved (Gholipour Soleimani, Einolahzadeh, & Tiu Wright, 2017). The research to examine the relationship between EI, frontline employee adaptability and job satisfaction of power utility in India found that a positive relationship between EI and frontline employee adaptability especially all the aspects of EI positively impacted job satisfaction (Sony & Mekoth, 2016).

1.3 EI Effect on Job Stress

Job stress is defined as anxiety or nervousness concerned to the work that had an impact on employees emotional and working behavior. The previous research findings exhibits the importance of job stress and emotional intelligence in explaining risky behaviours of human in container terminals and illustrating the effect of job stress (Lu & Kuo, 2016). The emotional intelligence influencing employees behaviours in safety which includes in their participation and their compliance with safety (Lu & Kuo, 2016). The study reveals that employees with higher emotional intelligence will perceive less stress and higher level of happiness (Naseem, 2018). The environmental uncertainty and speedy changing environment is the main contingency factors for all organization to increase their level of job stress. On contrary to this, the organization cannot assure safety of employee's jobs and because of this, the employee's faithfulness will reduce subsequently. Stress is completely depended on the level of emotional intelligence that a person may require. The employee's optimistic features of emotional intelligence will enhance the management of job stress and the improvement of his control on stress. The effect of job stress is unvarying with employee's emotional intelligence of managing their own emotions and emotion of others in the workplace. In other words, to understand and manage own emotions as well the other workers emotions will certainly diminishing the level of job stress and consequently it will lead to the smooth prosperousness of employees (Naseem, 2018). The study to investigate the impact of job stress on 350 employees of telecommunication industry shows that employees with higher EI will perceive less stress and high level of satisfaction and happiness (Naseem, 2018). In another study to examine any significant relationship between non-work related presenteeism and four EI constructs, job stress and procrastination of a sample size 57 male and 127 female depicts that there is a significant relationship between non-work related presenteeism and EI ($r=0.25$), boredom ($r=0.33$) and self-reported level of job stress (Wan, Downey, & Stough, 2014). In a study to examine the

effect of hospitality employees EI on their stress-coping styles and job satisfaction reveals that the elements of EI [self-emotion appraisal (SEA), use of emotion (UOE), regulation of emotion (ROE) and others emotional appraisal (OEA)] had a significant positive effect on cognitive-appraisal coping style (Jung & Yoon, 2016). The study to investigate the combined effect of job stress and EI on job satisfaction and organizational turnover highlights that, job stress positively influences emotional exhaustion among employees (Kashif, Braganca, Awang, & De Run, 2017).

CONCLUSION

The EI had a very good impact on organizational commitment, job stress and job satisfaction. The employees with high emotional intelligence will experience high job satisfaction and that will lead to the best performance at workplace. The job stress is completely depended on the level of emotional intelligence that a person may require and employee's optimistic features will improve his control on stress. The EI had a significant positive relationship with three components of organizational commitment which were pointed as affective commitment, continuance commitment and normative commitment. It is observed that person with high EI will understand and control the emotion of his own and others that gives significant contribution for the productivity of the workplace and also with high EI shows less stress and higher organizational commitment. The EI always provide optimism and integrate the quality of emotional resilience which helps the individual to cope with interpersonal conflicts. The emotionally intelligent employees are flexibly optimistic to redirect their attention from fault-finding to conflict resolution. It is recommended that EI should be included in the selection and recruiting level and will help the organization to achieve their goals and productivity.

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